

FILE

Reports

DD/S 71-0935

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MEMORANDUM FOR:



1 APR 77

SUBJECT : Macomber Task Force Reports

REFERENCES : (a) Memo dtd 14 Aug 70 to D/CO, D/F, D/L, D/MS,
D/Pers, D/S, & D/TR fm DD/S, same subject
(b) Memo dtd 2 Nov 70 to DD/S fm Agency Committee
re its review of subject reports and its recommenda-
tions

1. I have read your report with interest. Your recommendations have merit and deserve serious consideration. They would have a wide impact throughout the Agency and in large would require major adjustment to Agency policy and law if they were implemented. Consequently, for most of them, very careful consideration will have to be given.

2. I am quite conscious of the effort involved since each of the reports was the work of a full task force while in your case one task force studied the entire package. In consideration of the volume involved and the fact that none of you was relieved of his on-going responsibilities, compliments are indeed in order.

/s/

John W. Coffey
Deputy Director
for Support

ILLEGIB

cc:



ADD/S:RSW:es (16 Mar 71)

Distribution:

Orig -

1 - Ea other adse

1 - Ea adse OPI

~~1~~ DD/S subject w/ref (a) (DD/S 70-3412) & w/ref (b) & w/background

1 - DD/S chrono

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Approved For Release 2003/04/29 : CIA-RDP84-00780R004300010006-0

Next 1 Page(s) In Document Exempt

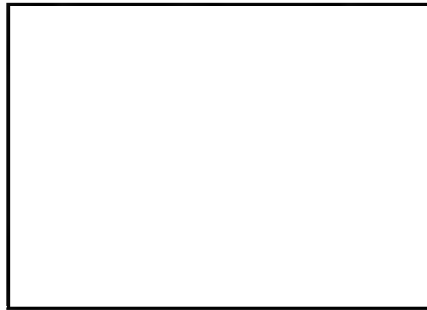
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71-0935

DRAFT - RSW/ms -
3 February 1971

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John W. Coffey

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for Support

MEMORANDUM FOR:

SUBJECT : Macomber Task Force Reports

REFERENCE : Report dated 2 Nov 70 of committee established to review subject reports and recommendations as to those which have useful application to the Agency

1. I have reviewed reference report with interest and I believe your recommendations have merit and deserve serious consideration. ~~Each Office Head (Career Service) in the Support Directorate has been given a copy of the report.~~

2. The committee's recommendations have a wide impact throughout the Agency and will require some major adjustment to Agency policy and law, if implemented.

3. I appreciate the efforts of each member of the committee in highlighting those Macomber Reports items they have selected and I wish to assure you that they will be given careful and due consideration for implementation in the Agency.

John W. Coffey
Deputy Director
for Support

cc: Ea adse's Official Personnel File

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20 January 1971

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NOTE FOR:

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You, H.G., and I have commented on the recommendations of the DD/S Task Force to study the Macomber Task Force recommendations. All of these comments are attached. They prove one thing: that all of the recommendations are controversial. The comments also suggest that we may not be as well informed as we should be on some of the facts; if we were, perhaps the phrase "I thought we were already doing this" wouldn't appear so frequently. None of the comments really give much help in deciding how to dispose of this package and none of them respond to the questions which Mr. Coffey raised with you:

"Were they limited to personnel (including training) matters?"
The answer is that there is nothing in the record to show that any such limitation was placed upon the Task Force's consideration. Mr. Bannerman's memorandum makes a very general charge to the group to review the Macomber Task Force reports. Whether this was refined or restricted in oral instructions can't be told from the record.

"Should we distribute to Office (they are also Career Service) Heads with our reactions and ask their ideas?" I would recommend against circulating the Task Force recommendations to the Office Heads because I don't believe the recommendations are so profound that they deserve that kind of time and attention and we already have enough difference of opinion among ourselves without further befogging the environment.

"Should we meet with the group both to get better handle on substance and also to thank them and give them some return on their time investment?" I doubt that we would gain enough additional substance from a discussion with the group to make the exercise worthwhile. Most of the recommendations seem to be somewhat superficial and additional elaboration of superficiality is not likely

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to be particularly rewarding. If you or Mr. Coffey think this kind of a meeting would be a good idea, however, I would suggest that you, Charlie, H. G., and I might meet with them rather than have Mr. Coffey take his time. We could get whatever additional elaboration we think is necessary and then present Mr. Coffey with some suggestions for what we may do to act on those recommendations which we may conclude deserve action. On the other hand, I think it would be a good idea for Mr. Coffey to meet with the group and express appreciation for the contribution they have made and the effort they put into it. Alternatively, he might send a memorandum to each member of the group for inclusion in their Personnel file commending them for their contribution and expressing his appreciation. I think I would opt for the latter because calling the group together simply for the purpose of expressing appreciation seems somehow out of balance.



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3 November 1970

NOTE FOR: Mr. Coffey

My comments on the attached.

Career Progression

1. We have a three-year provisional period, not probationary. It does not relate to "thorough review and demanding criteria." It provides for determination at end of three years based on job performance, personal conduct, evidence of intent, capability and desire to fulfill career service obligations and potential for long-term service. I think our policy is adequate.

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2. I believe we are on this track. Implementation of recommendations of PSS #5 relates to this.

3. This is intended to be a "mustang" program to develop sub-professionals into professional ranks on basis of demonstrated potential. We rely on college degree and don't advance up the ladder those who don't have a degree or CT handle. Has merit but must change thinking of top management.

4. I don't agree with this. Each Career Service should and does take care of its clericals. There is no prohibition against intra-Agency reassignments. One Career Service would be too big and become too impersonal. We do have the senior secretary reassignment officer in OP.

5. This subject is under study now by OTR. This suggestion should be offered to D/TR for consideration.

Junior Officers

1. Colonel White has expressed himself on this subject. I think the Agency is doing this now, and I would not recommend any further action.

2. This, too, has been talked about enough. Junior officers must accept some hum-drum to their jobs. I would not recommend down-grading any jobs. Career Service Heads are well aware of need for stimulating junior officers.

Career Management

1. This is a function of a CMO and I would expect it is being done. We cannot legislate effectiveness of performance.

2. We have no "transfer orders" except Personnel Action and Travel Order. Neither are appropriate vehicle for training requirements. CMO and training officers must be alert to training requirements for a proposed assignment and assure that such training is accomplished.

3. By sheer volume of work and effective performance, separation of training officer and CMO has been found necessary. In small Career Services such as Medical both functions done by one person. Where separated, they work closely together.

These suggestions do not relate to new policies but imply a need for more effective performance of existing policies.

Fitness Reports

These are good suggestions. Perhaps Fitness Report, could be expanded to include guidance relating to the substance of a fitness report not just prescribing the form and when it is to be submitted. We now have some unofficial guidance such as supervisory abilities and cost-consciousness. Suggest D/Pers be tasked to consider this subject.

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Retirement/Separation

1. Do not agree. We may lose too many good officers in their early 40's when they are most productive. This might be appropriate in extra-hazardous careers, like FBI, police, or military, but I don't see it for us. I think age is more important criteria to retirement than years of service. Years of service should more relate to amount of annuity.

2. This is probably a good suggestion and might be appropriate for a HN. I would feel better if our out-placement service was more effective. Suggest D/Pers consider this.



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CND Comments:

Career Progression

1. I'm inclined to agree with them that the review after the three year provisional period has become too routine. A more critical review would be beneficial I think.
2. I agree -- we are hit or miss on this now.
3. We have been trying to do this on an ad hoc basis without too much success -- maybe a more structured plan would work better.
4. I thought we had this -- if not we should.
5. This should be sent to Director of Training for review and comments.

Junior Officers

1. We are doing this to some extent, but should continue to stress the point.
2. This is a good idea but hard to accomplish in that component chiefs usually won't accept anyone without experience to fill their jobs.

Career Management

1. I assume that HG is doing this in our Career Service. It should be done in all Services.
2. This is the job of the CMO and I think we are doing it in our Service. It should be done in all Services. It would be well for the CMO's to list all jobs they are responsible for filling and note for each the training which should be accomplished before the man enters the job.
3. Either merged or working hand in hand.

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Fitness Reports

1. This is supposed to be the way it works, but I'm afraid it doesn't. Maybe the rules should be changed to require that the fitness report be filled out (and discussed with employee), except for ratings, at the time an employee enters a job, and then the ratings be added to the same form at the end of the first year. This way there would be no question in anybody's mind on what the work requirements were or what the ratings would cover. It might also pay dividends to require a preliminary informal review of the form with the employee at the end of the first six months -- i.e., let him know how he is doing on each work requirement he will be rated on six months thereafter.

2. I agree.

Retirement/Separation

1. I'm not sure we need this -- 50/20 seems to be good enough to me.

2. I think we need to get a reading on how effective our out-placement program is before we do any advertising. If it is a good program and we are getting good results, then I agree we should publicize.

NOTE:

I do think it would be well for Mr. Bannerman to meet with this group soon, let them brief him, and let him tell them that we will be working on most of their recommendations.

RHW Comments:

Career Progression

1. Should be a true probationary period to weed out potential deadwood before it becomes a middle management "hump."
2. Agree -- but needs to be supplemented by planned assignments to responsible positions as early in career as possible. Ivory Tower by-the-book managers and supervisors are bad.
3. May be worth trying -- but needs to be carefully planned in total perspective to avoid blocking advancement channels of people who bring their qualifications with them. We also need a system to handle career progression of highly qualified people without requiring assumption of supervisory responsibility as prerequisite to advancement.
4. OK
5. Not another CT review.

Junior Officers

1. OK -- already being done -- but it is only one method - and not the best.
2. Great idea -- but how can it be accomplished? Make a 40 year old DD/S and that job is closed to junior officers for 15-20 years.

Career Management

1. If not being done now -- we need some different CMO's.
2. This is a new system concept -- which would require that personnel actions be cut months in advance -- may not be a bad idea -- but not practical in present system -- need a new system for personnel management and for supporting paperwork -- which is not a bad idea either.
3. OK

Fitness Reports

1. Good idea but very difficult to do in many positions -- might be worth a pilot exercise in some office.
2. Good idea -- How about peer evaluations and subordinate evaluations of supervisors.

Retirement Separation

1. Good idea.
2. How good is it? What is its capability and workload? Maybe word of mouth publicity is adequate.

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14 JAN 1971

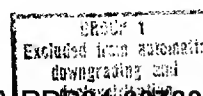
NOTE FOR: []

I have reviewed the Macomber Task Force Report along with [] comments. I think he did an excellent job of summarizing the current thinking of this office on proposals made by the Task Force. As we all know the majority of these are old-hat and everyone is concerned in trying to find some answers to these knotty problems.

The coordinator, [] is scheduled to depart the first week in February and I do believe it appropriate to meet with [] and a couple other members to have an across-the-table discussion. I have informally discussed some of these with Brad and he believes if a get-together is in line, he would prefer to select two or three of the people to join him in the discussion. I would think that you, [] [] and myself would be an appropriate representation of the DD/S to discuss their recommendations.



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WEB -

were they limited to
personnel (incl training)
matters?

Should we distribute to
Office (they are also
Career Service) Heads
with our reactions

(in advance we give to
CND + H6 IT for comment
and asking their ideas?)

Should we meet with the
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Approved For Release 2003/04/29 : CIA-RDP84-00780R004300010006-0

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DD/S 70-3412

14 AUG 1970

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Macomber Task Force Reports

1. Now that we have had the opportunity initially to review the reports of the thirteen task forces resulting from Mr. Macomber's request for examination of the Department of State's organization, personnel, training and operating practices, I believe we might profit from a further review of them with a limited objective. That objective would be to sift out those general or specific recommendations which, while intended for application to the Foreign Service, might also have useful application to the Agency.

2. To accomplish the above, I would like to have you designate one of your middle level or junior officers to meet with other such DD/S officers and accomplish this task. I have designated [redacted] Room 7D10 (extension [redacted]) as the coordinator of this effort. Please give [redacted] the name of your officer and he will get the group together as necessary. I anticipate your officer will be able to do his research along with his regular job and should need to meet with the group for only relatively few hours until the job is completed.

Signed R. L. Bannerman
R. L. Bannerman
Deputy Director
for Support

Drafted by DSSA-DD/S:CWC:vld (11 Aug 70)

ADD/S:JWC/ms (12 Aug 70)

Distribution:

Orig - D/CO

1 - Ea Other Adse

2 - SSA-DD/S

1 - DD/S Chrono

1 - DD/S Subject

Approved For Release 2003/04/29 : CIA-RDP84-00780R004300010006-0

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CAREER PROGRESSION

1. That a three year probationary period be instituted with a thorough review and demanding criteria for all employees seeking career status at the end of this period.
2. That instruction in supervision and management skills become an integral part of each stage of career development beginning shortly after EOD.
3. That the Agency create a selective development program for sub-professional employees in order to expand their occupational flexibility, assignment mobility and advancement opportunities to mutual advantage.
4. That a separate career service for clericals be created in each Agency directorate and that the role of the Clerical Staffing Branch of the Office of Personnel be expanded so that it functions as the clerical center for intra-Agency reassignments and counseling.
5. That, on a priority basis, the Career Training Program be reviewed to determine the role it should play in the development of Agency officers and establish selection and training standards accordingly. The following should be considered:
 - a. The relative expense of the Program in respect to the currently limited input of personnel.
 - b. Reconstruction as an internal entry method to professional ranks.
 - c. Reduction in initial training in time and scope to permit personnel to get to work sooner; subsequent more specialized training to be determined and planned by career services relative to work requirements and individual needs.

JUNIOR OFFICERS

1. That a conscious effort be made throughout the Agency to place junior and middle level officers on staffs, committees, panels and ad hoc organizations with more senior officers as a method of developing experienced sources for future leadership.
2. That the Agency take vigorous action to open up a greater number of challenging and responsible jobs to officers below the senior ranks.

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CAREER MANAGEMENT

✓ 1. That careerists be counseled in matters pertaining to career development to the point where, for example, rationale for an assignment, or failure to receive an assignment and/or promotion, would be generally explained and understood.

2. That transfer orders include training required and planned for proposed assignments.

3. That the training officer functions be merged with career management responsibility and that the career management officers be given periodic briefings to orient them to the capabilities of OTR.

FITNESS REPORTS

1. The Fitness Report be an evaluation of predefined work goals which are clearly understood by both supervisor and subordinate.

2. That the qualities of imaginativeness, innovation and creativity be given increased weight in performance ratings.

a. The importance of creativity must be stressed.

b. Rating and reviewing officers should be asked to comment specifically on the rated officer's capacity for original and independent thinking when they are in a position to do so.

c. In all forms and instructions relating to fitness reports, the willingness of the rated officer to express his opinions even when they differ with the views of his superiors should be described in positive language which makes it clear that this quality is desirable and is to be encouraged.

d. Supervisors should be evaluated not only on their own creativity but on their effectiveness in stimulating or discouraging creativity in subordinates.

RETIREMENT/SEPARATION

✓ 1. That legislation be introduced to permit retirement from the Agency at any age after twenty years of service.

2. That the Agency publicize its external employment assistance service and encourage employees to obtain timely out-placement counseling/aid.

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